



PM CHALLENGE 2006

Putting Ideas Into Action
March 21-22, 2006

The Meaning and Importance of Culture
for Project Success

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What Will You Take Away From This Session

- Understand the meaning of organizational culture and its implications
- Describe your organization's culture
- Dimensions of **Core Cultures**
- Strengths and Weaknesses in **Core Cultures**





What is Organizational Culture?

How we do things around here in order to succeed.

Shared beliefs, values and assumptions



What is Organizational Culture?

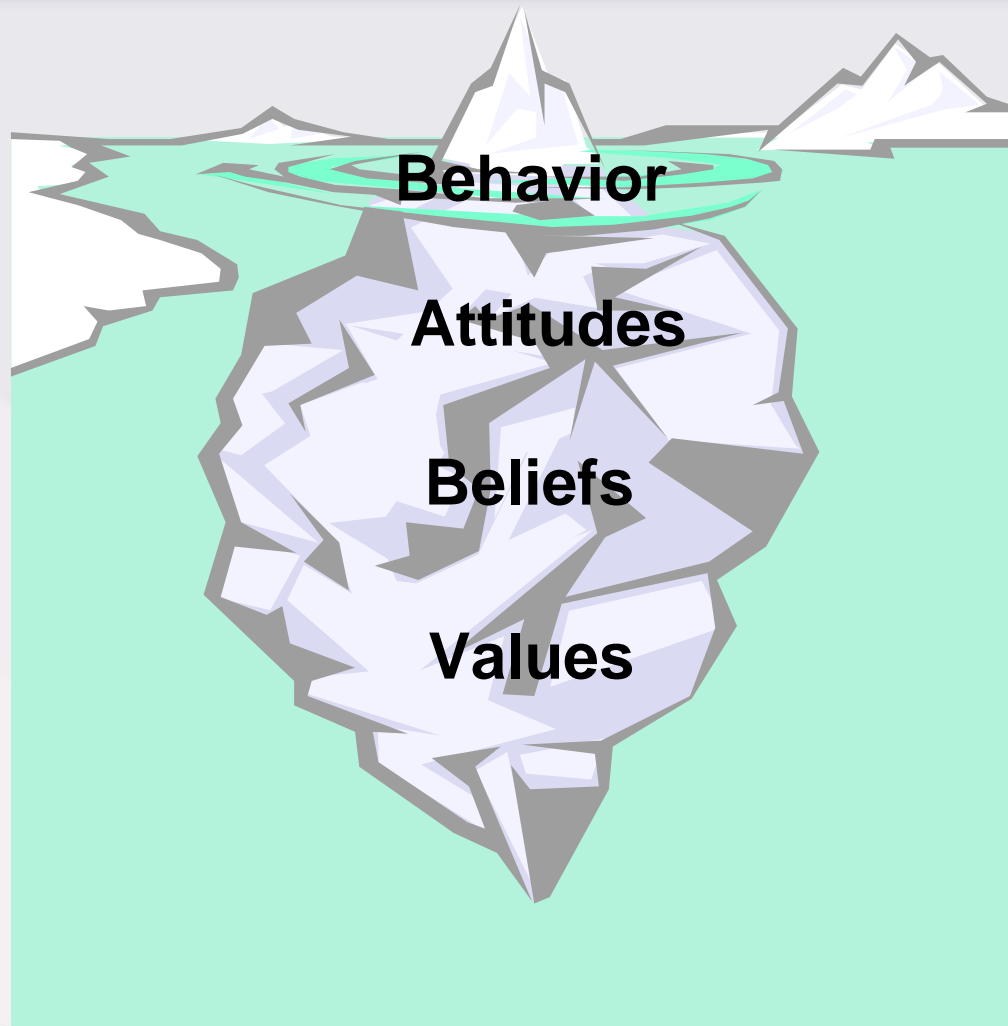
And much more:

- Observable behavior: language & customs
- Group norms: values & standards
- Espoused values: published & publicly announced
- Formal philosophy: mission & strategy
- Rules of the game: published policies
- Climate: how the groups interact
- Embedded skills
- Habits of thinking, acting, paradigms
- Shared meanings in the group
- Metaphors, symbols and stories told

Culture Defines Leadership



Iceberg Model



Behavior: Observable actions, e.g. eye-contact, greetings

Attitudes: Opinions, e.g. superiority over others

Beliefs: “Isms”, e.g. vegetarianism, socialism

Values: Intrinsic ends, e.g. respect, love, justice





Describe Your Organization

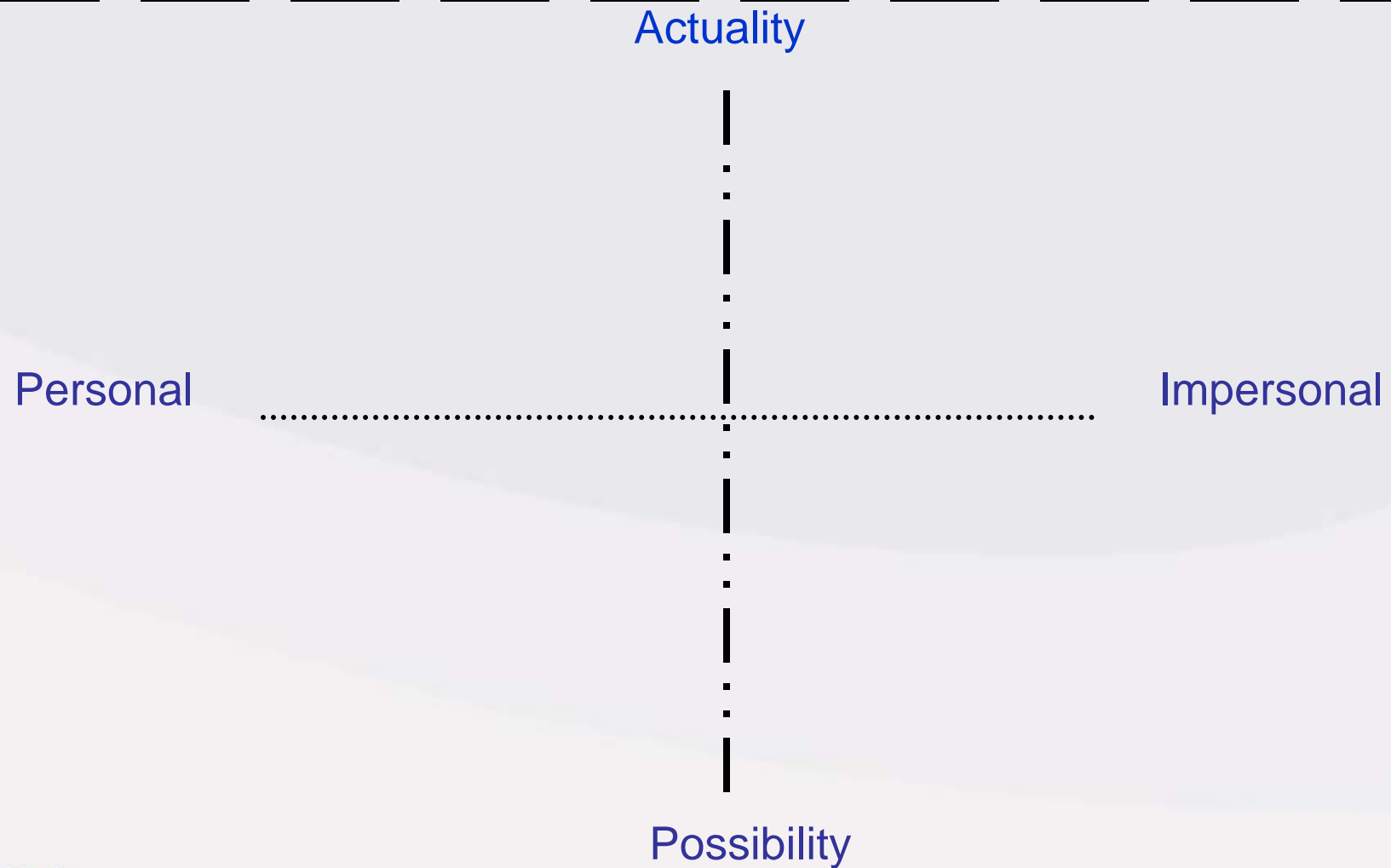
Imagine you are asked these questions:

- Around here what's really important?
- Around here who gets promoted?
- Around here what behaviors get rewarded?
- Around here who fits in and who doesn't?

What words describe your organization?



Core Culture Dimensions



Strategic Focus

Actuality

Possibility



Strategic Focus

Actuality

Concrete
Structure
Pragmatic
Serious
Conservative

Possibility



Strategic Focus

Actuality

Concrete
Structure
Pragmatic
Serious
Conservative

Visionary
Adventurous
Intense
Fluid
Risk Taking

Possibility



Decision Making

Personal ————— Impersonal



Decision Making

Subjective
Consensual
Inclusive

Personal

Impersonal

Intuitive
Empathetic



Decision Making

Subjective
Consensual
Inclusive

Personal

Intuitive
Empathetic

Facts
Logic
Objective

Impersonal

Rational
Unemotional



The Four Core Cultures

Collaboration

Control

Cultivation

Competence



The Four Core Cultures

Actuality

COLLABORATION

CONTROL

Personal

Impersonal

CULTIVATION

COMPETENCE

Possibility





The Four Core Cultures

COLLABORATION

Synergy □ **Egalitarianism** □ **Diversity**
Involvement □ **United We Stand,
Divided We Fall** □ **People Interaction**
Harmony □ **Complementary** □
Pragmatism □ **Spontaneity**

CONTROL

Certainty □ **Systemization** **Objectivity**
□ **Stability** □ **Order**
Standardization □ **Utility** □ **Realism**
Discipline □ **Predictability**
Accumulation

CULTIVATION

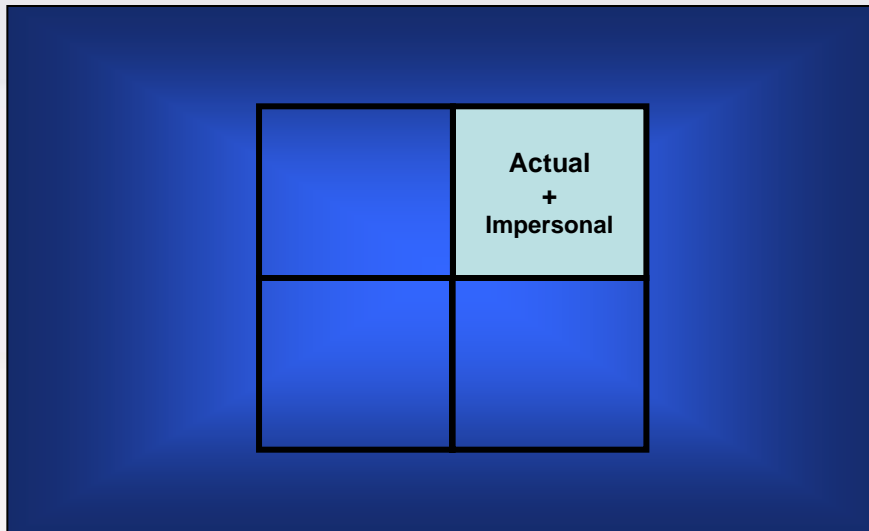
Growth & Development □ **Humanism**
Faith □ **Commitment/Dedication**
Involvement □ **Creativity** □ **Purpose**
Let Things Evolve □ **Shoot for the
Stars** □ **Subjectivity** □ **Values are
Paramount**

COMPETENCE

Professionalism □ **Meritocracy**
Pursue Excellence □ **Continuous
Improvement** □ **Competition for its
Own Sake** □ **Accuracy** **Craftsmanship**
□ **Autonomy and Individual Freedom**



Control Cultures



Definition of Success

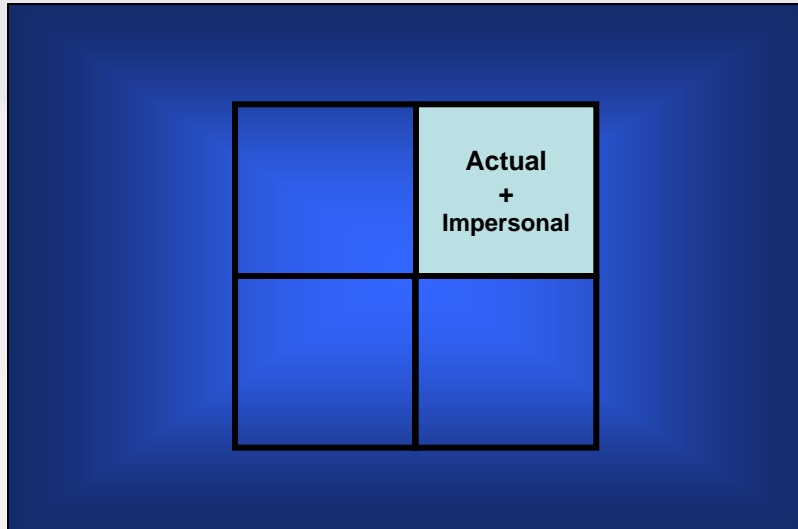
Dominance, “The Biggest”

Way to Success

Get and Keep Control
“Only Game In Town”



Control Cultures



Leadership Focus

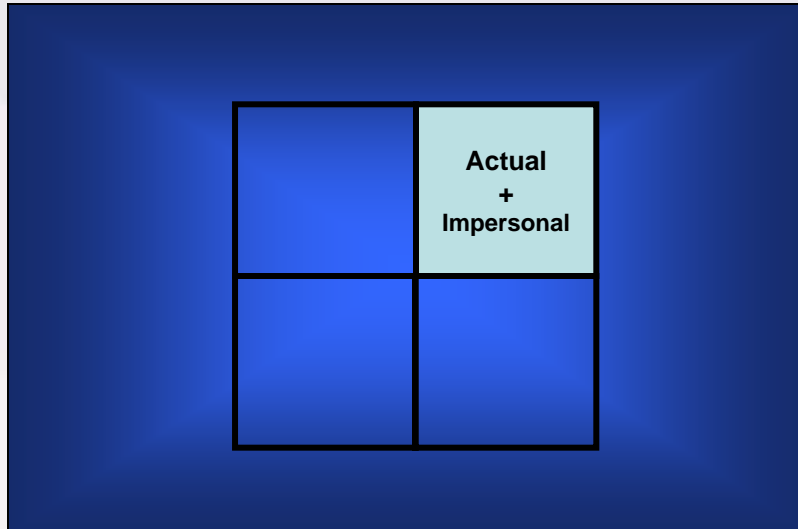
Authoritative, Definitive, Tough Minded, Maintain Power, Firm, Conservative, Commanding, Realistic, Call the Shots, Directive, Cautions

Management Style

Methodical, Systematic, Careful, Conservative, Policies & Procedures, Task Driven, Impersonal, Objective, Prescriptive



Control Cultures



Decision-Making

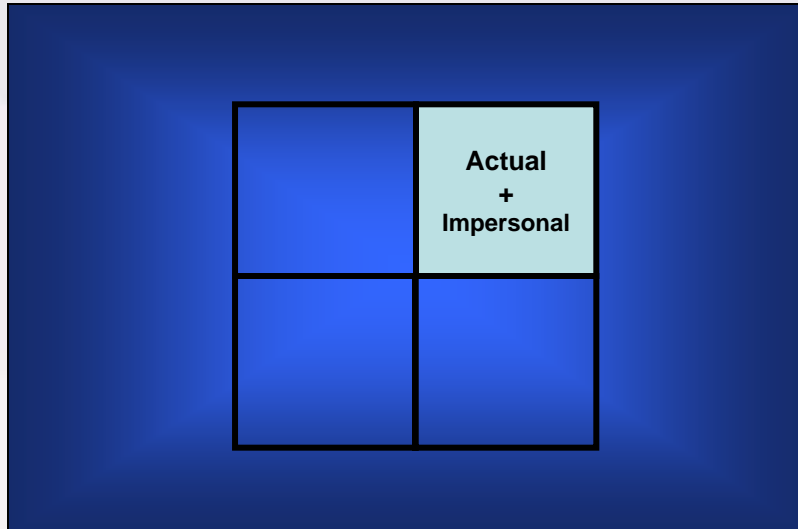
Very thorough, Impersonal
Methodical, Push for Optimal
Solution, Cause to Effect, Objective,
Formula Oriented, Prescriptive

Examples

*Exxon, Marriott Hotels, Wm.
Wrigley, Proctor & Gamble, Kellogg*



Control Cultures



Strengths

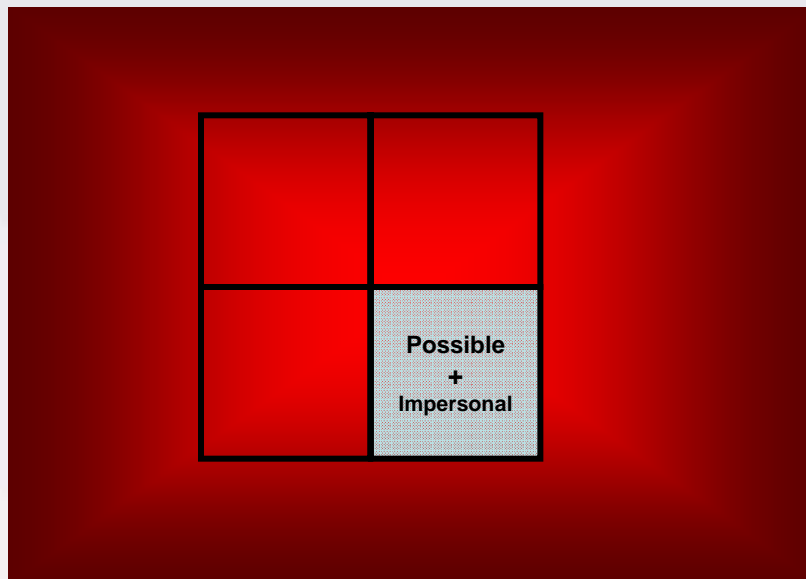
Planning; Building systems, policies, and procedures; Spotting problems quickly; corrective action; Creating order; Clarifying roles; Realistic decision making; Being objective and realistic; Gaining a dominate position in markets

Weaknesses

May be too impersonal; Very intense work environment; May give outsiders message "We can take you or leave you"; Good ideas from below may get lost; People are reluctant to volunteer bad news; Too much compliance; Hard to voice conflict; Disagreements
Information flows upward not laterally



Competence Cultures



Definition of Success

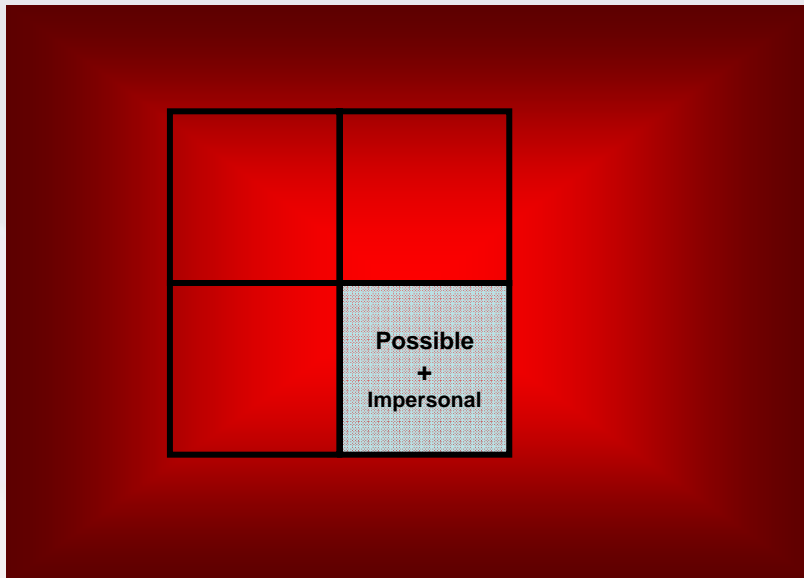
Superiority, State of the Art,
Superior Value

Way to Success

Create an organization that has the
highest level of capability,
competence. Pursue excellence.



Competence Cultures



Leadership Focus

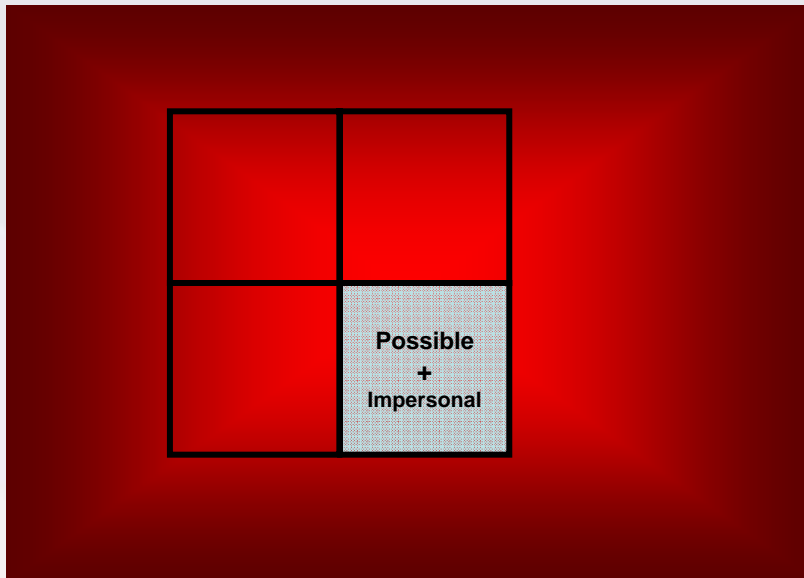
Standard Setter, Architect, Visionary, Taskmaster, Assertive. Persuader, Set High Expectations, Stretch People, Recruit Best People, Challenge, Incentives for Individuals

Management Style

Objective, Task Driven, Rational, Analytical, Intense, Challenging, Efficiency, Impersonal, Formal, Emotionless, Hard to Satisfy, Crisp, Manage for Results



Competence Cultures



Decision-Making

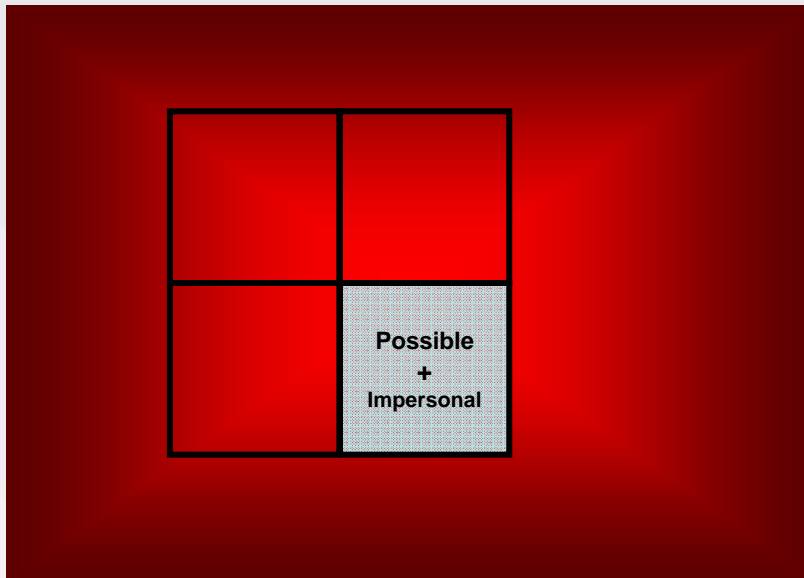
Very analytical, Objective, Scientific, Detached, Impersonal, Efficient, Rational, Formal Logic, Emotionless

Examples

Bell Labs, Cray Research, ADP, Citicorp, Four Seasons Hotels, Intel



Competence Cultures



Strengths

Setting high performance standards;
Having very high technical expertise;
Establishing a creative and exciting place; Being future & possibility oriented; Valuing professionalism; Incentive based reward systems; Promoting individual accomplishments; Good at adapting and changing; Decision making is thorough and systematic

Weaknesses

Over plans and analyses; Emotionally controlled; Tough on people; People feel pressured; Winning becomes overly important; Advises against collaboration and teaming; May lose sight of the human element; Generalists are not developed; Win-win situations may be overlooked; People feel leadership is never satisfied and they are underperforming



Collaborative Cultures

Actuality & Personal	

Definition of Success

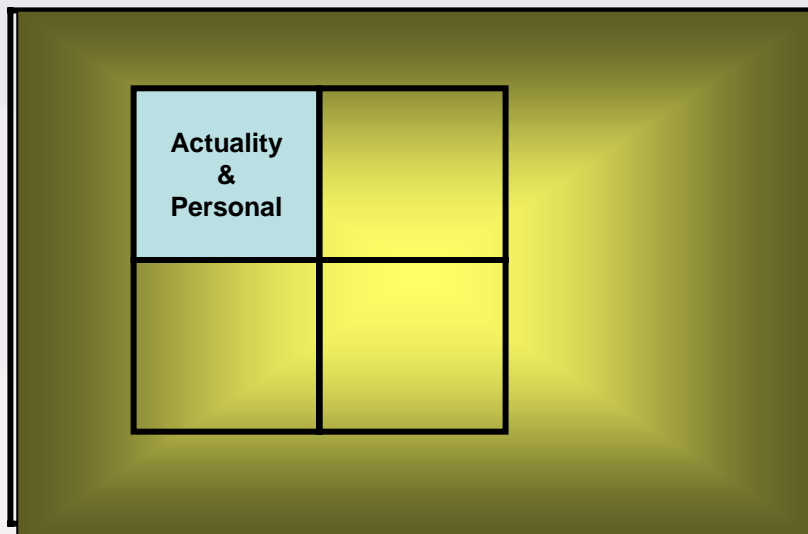
Synergy, Partnering, “We Did It Together”

Way to Success

Put a collection of people together, build a team, foster positive relations, utilize each other as resources



Collaborative Cultures



Leadership Focus

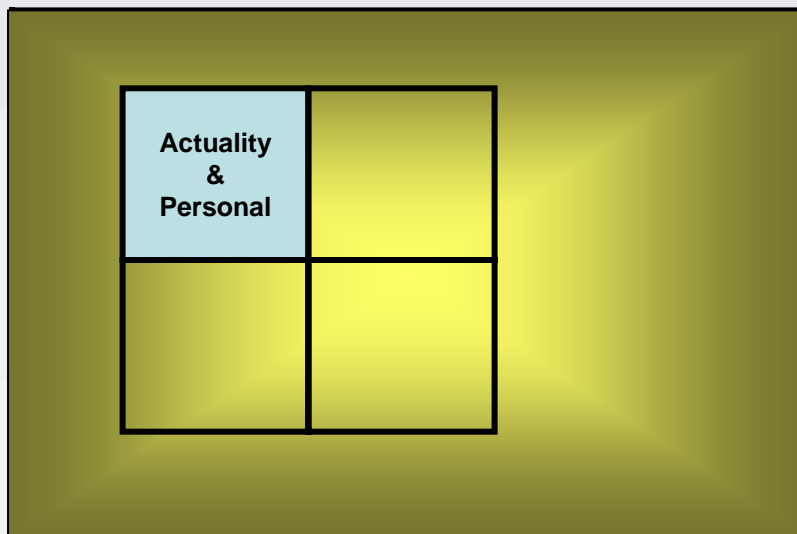
Team Builder, Coach, Participative, Integrator, Trust Builder, Realistic, Commitment Builder, Ensure Diversity, Bring the mix of talent together

Management Style

Participative, Collegial, Democratic, Relational, Supportive, People Oriented, Personal, Emotional, Adaptive, Informal, Trusting



Collaborative Cultures



Decision-Making

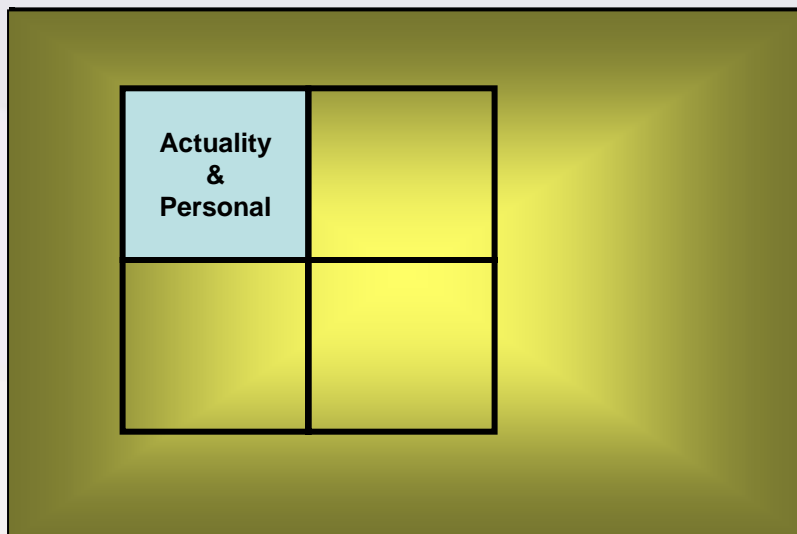
Participative, Collegial, Democratic, Consensus, Emotional, Experimental, People-Driven, Organic, Subjective, Trusting

Examples

Southeast Hospital, Goldman-Sacks, Dana Corporation, CRS Sirrine



Collaborative Cultures



Strengths

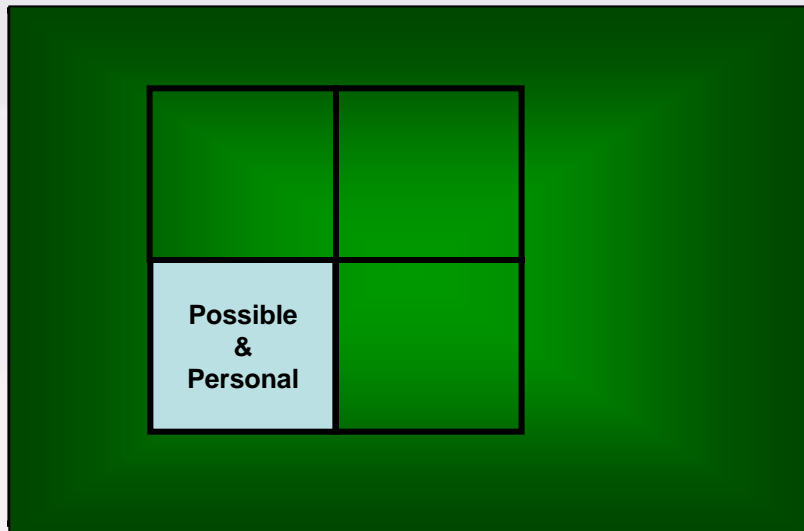
Building and managing diversity; Open, free and direct communication; Building and developing values that drive the organization; Developing and utilizing teams; Supporting relationships, people treat one another in a sensitive and caring manner; Partnering with it's customers; Listening to other people

Weaknesses

It is prone toward short term thinking; May become over compromising; May fail to properly recognize "individual" achievement; Takes longer to make decisions; People refrain from dissent for fear of team ostracism; Over-adaptive, environment sways decisions; Inclined toward de-emphasizing planning



Cultivation Cultures



Definition of Success

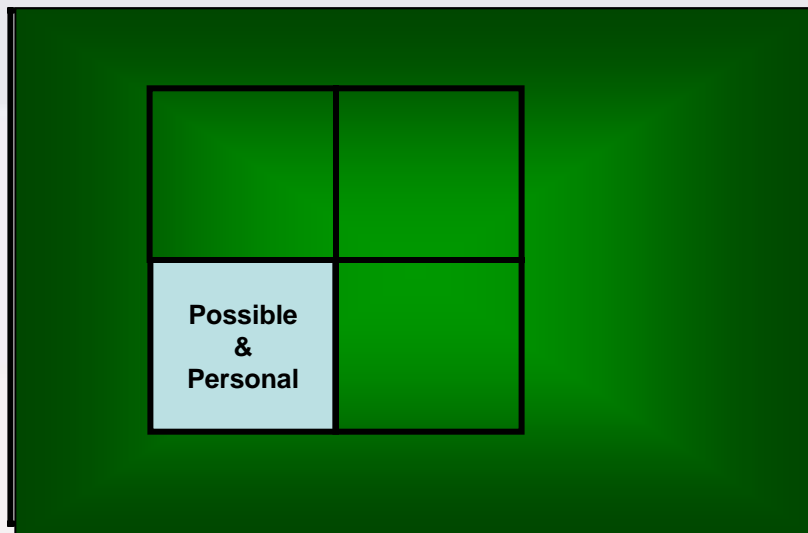
Higher Order Purpose, Fuller
Realization of Potential Growth,
Fulfillment, Enrichment

Way to Success

Create conditions for people to
grow, develop and strive to
accomplish high order possible
purpose



Cultivation Cultures



Leadership Focus

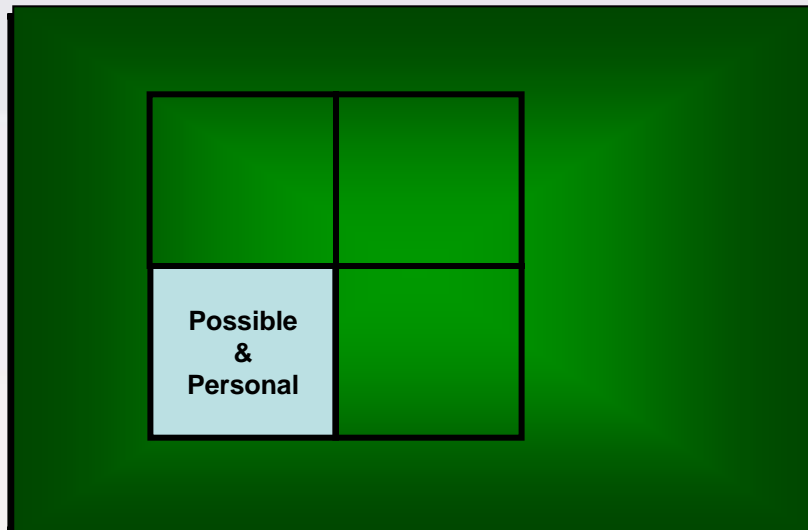
Catalyst, Cultivator, Appeal to Common Vision, Harvester, Empower & Enable People, Commitment Builder, Steward, Promoter, Motivator, Maker of Meaning, Foster Self-Expression

Management Style

People Driven, Personal, Relaxed, Emotional, Attentive, Promoting, Humanistic, Committed, Purposive, Empowering



Cultivation Cultures



Decision-Making

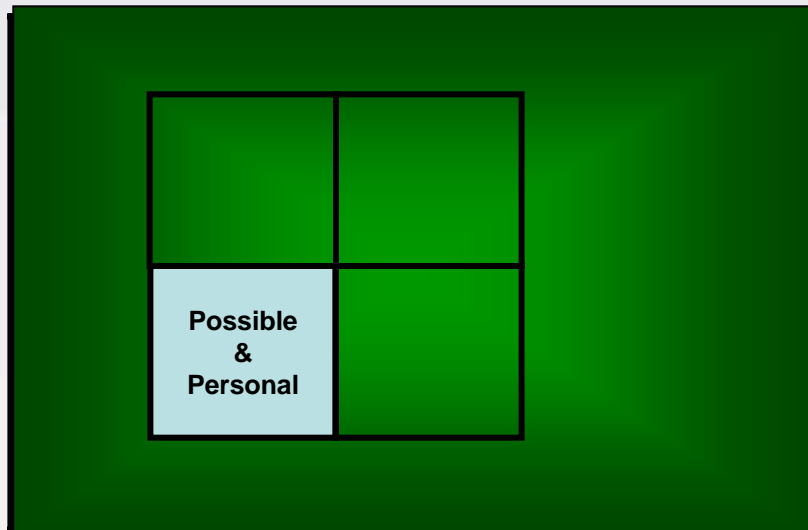
Purposive, People-Driven,
Emotional, Committed,
Participative, Dynamic, Adaptive,
Informal, Personal

Examples

Celestial Seasonings, Herman
Miller, Esprit de Corp, 3M, W L
Gore



Cultivation Cultures



Strengths

People feel cared for and nurtured; It builds commitment and dedication within it's ranks; It offers many opportunities for growth; It values creativity, people's aspiration; Trust is abundant; It is very open to change; People feel inspired; It places a high value on training

Weaknesses

Projects may not always get finished; Prone toward idealism and/or perfect solutions; It is prone toward playing people favorites; Details may get overlooked; It tends to be oriented against controls; Some ideas outlive their usefulness; It is prone toward inefficiency; Prone toward playing favorites





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We Fall □ People Interaction
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Pragmatism □ Spontaneity

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Certainty □ Systemization Objectivity □
Stability □ Order
Standardization □ Utility □ Realism
Discipline □ Predictability Accumulation

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Growth & Development □ Humanism
Faith □ Commitment/Dedication
Involvement □ Creativity □ Purpose
Let Things Evolve □ Shoot for the Stars □
Subjectivity □ Values are Paramount

COMPETENCE

Professionalism □ Meritocracy Pursue
Excellence □ Continuous Improvement
□ Competition for its Own Sake □
Accuracy Craftsmanship □ Autonomy
and Individual Freedom





Implications For Project Managers

Projects will succeed the more they:

- Start with, and honor, the premise that organizations are living social organisms
- Identify, adapt to, work with, and align with the organization's core culture
- Are designed on the front end from a total system focused perspective and implemented in a manner congruent with that design
- Are clearly tied to the organization's strategy and culture
- All organizations have a core or lead culture and sub-culture. Sub-cultures must function with and support the core or lead culture



A composite image of the solar system. In the top left, a portion of Earth is visible. Below it, the Moon orbits. To the right of the Moon is Mars, and further right is Jupiter. A bright comet with a long tail is streaking across the upper right. A satellite is visible in the upper left, near Earth. The background is a deep space scene with a spiral galaxy and numerous stars.

QUESTIONS?

